

DEPUTATION

1 BDL R & P Rules provides for deputation :

Authority

Ref. BDL/C-P&A/
Plg & ED/99
Dt.01-11-1999
Note 1 to 7.

1.1 The Rle-63 (Recruitment and Promotion Rules of the Company) reads, “Deputation of Managerial personnel is permitted for a maximum period of 3 Years”.

1.2 The Central Government Rules on deputation deal with deputation of Central Govt. Servants to Foreign Service or PSUs. Therefore, we have to rely on DPE Guidelines to PSUs which constitute policy guidelines for PSEs.

1.3 In the revised Guidelines at Serial No.88, the Govt. of India states :

“Officers to join CPEs only on immediate absorption basis but deputation may be permitted in the case of Chief Executives and Regional and Zonal Chiefs of CPEs who require continuous liaison and co-ordination with State Governments and where expertise required in the State Government is needed for organizational efficiency”.

Thus, “on immediate absorption basis” policy will apply to employees of one PSU joining in other PSUs regardless of level of the post involved.

1.4 The inference from Rule-63 of R & P Rules of the Company read with DPE Circular is that deputation from Govt. to PSE and between PSE to PSE and immediate absorption basis is permitted. There is no mention of deputation from PSE to Govt.. However, BDL follows the following guidelines in case of deputation.

2. The Guidelines adopted in BDL :

2.1 The Company has to rely on its own decision/policy for agreeing to concerned Officers’ request to go on deputation to Govt. Services/PSE.

2.2 The Candidates may join in immediate absorption basis only on selection by the indenting (borrowing) Organisation.

- 2.3 Deputation to another PSE/Govt. is allowed provided BDL will get the benefit of the expertise acquired by the individual Officers at the deputed place on return to BDL. This should be properly assessed by the Divisional Head and recommendation to forward/depute on selection should be made to the Corporate Office.
- 2.4 An undertaking from the candidate that he/she will not ask for placement in an equivalent post/grade/pay scale that he/she was enjoying on deputation on rejoining BDL, i.e. on reversion, he/she will join the same post, pay scale, grade etc. in which he/she was in at the time of leaving BDL on deputation.
- 2.5 A candidate will be permitted to go on deputation initially for a period of two years, extendable by one year only, from the date of his leaving the Company;
- 2.6 The employee on deputation may exercise option whether he/she would be drawing pay and allowances in the scale of the deputation post or continue to draw pay and allowances of BDL Scale and such option has to be exercised within one month from the date of deputation.
- 2.7 The indenting (borrowing) organization which proposes for employing him on deputation has to agree the following :
- (a) Leave Salary : To pay the leave salary contribution based on pay +variable DA @ 2 ½ days of every completed service of one month or part thereof;
 - (b) Gratuity Contribution : to pay the gratuity contribution @ 15/26 of pay and allowances (Pay + variable DA) for every completed one year service or part thereof.
 - (c) PF Contribution : to pay to BDL @ 12% of Basic Pay + DA (DA which is variable every quarter) in addition to employee's contribution towards Provident Fund.
- (NOTE : the amount in respect of (a), (b) and (c) above, for each month or part thereof should reach BDL by 10th of the following month.)
- (d) Any communication to the candidate with regard to interview, offer of appointment, etc., must be routed through Company (BDL) only.

- (e) The indenting (borrowing) PSU/Govt.Deptt. should afford to the individual medical facilities not inferior to those which the employee concerned is entitled to in BDL but for this transfer to the indenting (borrowing) organization and will be borne by the indenting (borrowing) Organisation.
 - (f) The indenting (borrowing) PSU/Govt.Deptt. should afford to the this individual LTC/LTA facilities not inferior to those which the employee concerned is entitled to in BDL but for this transfer to the indenting (borrowing) organization and will be borne by the indenting (borrowing) Organisation.
 - (g) The employee concerned will be entitled to claim reimbursement of amounts towards Children's School Fees, TA/DA, Compensation/facilities in case of employment injury, conveyance expenses, etc., at the rates which are not inferior to BDL rates.
- 2.8 During the period of deputation the employee will not join any pension scheme of the indenting (borrowing) organization except the Employees' Pension under the Provident Fund and Misc. Act.
- 2.9 During the period of deputation, the employee shall not receive any gratuity without the prior approval of BDL.
- 2.10 The employee will be allowed to receive withdrawal benefits admissible if any under the rules of the organization where he/she is serving on deputation in case of premature withdrawal of deputation, i.e. before completing 3 years.
- 2.11 The employee on deputation is entitled to 'Proforma promotion in BDL under the "next below rule" on "one-for-one" principle as stated in FR 110 to 122 of Central Govt." viz..... When a Company employee junior to the deputed employee is promoted as per rules, the senior employee on deputation may be given *proforma* officiating promotion in their parent cadre, subject, of course, to their being considered fit by the Competent Authority after due selection process. The pay shall be fixed notionally in the promoted grade and he/she will be eligible for financial benefits only from the date of joining BDL in the promoted post.
- 2.12 In case of the employee is getting absorbed from the date of his/her deputation, the gratuity and leave salary benefits would be transferred to

the indenting (borrowing) Govt./PSE/ organization upto the date of his relief from BDL plus the actual amount so received from the indenting organization (borrowing) during the period of deputation.

- 2.13 The post from which the employee has gone on deputation should either be kept vacant or temporarily filled in such a way that in case the employee who returns from deputation, could be accommodated in that vacant post or by reversion of the person who occupies such post during the period of his/her deputation.
- 2.14 If the employee is on deputation to an higher scale in the indenting (borrowing) Govt./PSE/Organization, his/her leave salary and gratuity contribution shall be paid at the rates applicable had the employee continued in BDL at BDL scales and no benefits whatsoever of the higher scale of deputation be extended.
- 2.15 An employee whose basic pay is more than the maximum of the scale of pay of the deputation post, should not be deputed to that post.
- 2.16 Maximum age-limit for appointment by deputation shall not exceed 56 years as on the closing date for receipt applications.

2.2 While we may not insist that the benefits on account of LTC/LTA and Medical, etc., should not be less than that of BDL, at the same time it should be made clear that the official during the period of deputation shall be governed by the medical/LTC and LTA rules of the indenting organization and no payments whatsoever are made from BDL on these counts.

2.3 Dealing with Deputation cases

- 2.3.1 It has been decided to handle all the deputation cases, right from the stage of forwarding the application to the Govt./ Public Sector Enterprises (PSE) concerned, to which the Company employee wishes to apply, by Corporate – P&A. Therefore, all cases of employees applying for deputation to Govt./PSE should be forwarded to Corporate P&A.

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- 2.3.2 The application should come through Proper Channel and Divisional P&A with recommendations satisfying the following conditions :



- a) Whether they can spare the services of the individual to go on deputation;
- b) Whether the experience going to be gained in the deputed establishment will be useful for BDL on return i.e. whether the experience is of unique nature or will further the work in BDL, in which area, BDL may not have learning or requires further learning.

ANNUAL PERFORMANCE APPRAISAL OF EXECUTIVES

Authority The Annual Performance Appraisal (APA) is a systematic assessment and evaluation of an individual's performance and potential by his superior, during a specified period, with reference to tasks, jobs, assignment, etc., entrusted to him. It is, in fact, a device which enables an appraiser in his capacity as "superior" to continuously take the subordinates into confidence, guide them and tell them where they are falling below expectations, so that adverse comments, if any, communicated to them need not be an unpleasant surprise. The APA is an important instrument in establishing and sustaining an employee's career. If the appraisal is delayed, the assessor will on all probability lose sight of specific achievements/failures of the individual reported upon. It is, therefore, imperative that the assessment is done in time.

2. The Appraisal is to be done immediately on the completion of the financial year and by the 31st May of the Year. Keeping this rule and DPE Guidelines (OM No. 5(1)/95-GM-GL-38 Dt.26-08-2002), the Annual Performance Appraisal is to be written, reviewed and countersigned **within 45 days of expiry of each financial year**. Accordingly, the following Time Schedule is considered which must judiciously be followed so that APAs are written, assessed, reviewed and countersigned within a period of 45 days from the last day of the assessment period (Financial Year) :

2.1 Time Schedule :

Item		Date of completion
1	Issue of APA Forms to Divisional P&A by Corporate P&A	15 th March
2	Issue of APA Form to individual by respective Divisional P&A	25 th March
3	Individual to submit to the Reporting Officer the APA Form duly filled in (Part – (I) & Self Performance Review as applicable)	07 th April
4	The concerned Reporting Officer shall complete the assessment (Part II & III) and submit it to the Reviewing Officer	20 th April



5	The concerned Reviewing Officer shall review and assess the individual reported upon (Part II & Part III) and forward the APA to the Authority as indicated at Part IV and as applicable to the individual reported upon.	25 th April
6	Such Authority will forward the completed APA in a sealed cover to Divisional P&A	28 th April
7	The Divisional P&As then making an entry of the same, forward it to Corp. P&A	3 rd May

[NOTE : If any of the above dates falls on a holiday, the next working day will be considered as the date of completion.]

2.2 Issue of Blank APA Forms and Evaluation:

2.2.1 The Corporate-P&A shall forward blank Annual Performance Appraisal (APA) Form every year to the concerned Divisional P&A Department to enable them to issue the same to the concerned officers.

2.2.2 The concerned Office then submit the APA Form duly filled in to the concerned Reporting Officer for rating and fillup the APA Form as required and submit the same to the concerned Reviewing Officer for further action.

2.2.3 The concerned Reviewing Officer will thereafter review and rate and fill up the APA Form of each individual officer and forward the same to the Corporate P&A in a sealed cover.

2.2.4 The Corporate P&A will prepare the computerized list of officers division-wise & designation-wise indicating APA and monitor the same. Corporate P&A will ensure receipt of the APAs as well as follow up with the Divisions to complete the procedure. Calculation of various factors of APA will be completed and a report thereof to be submitted to the Head of P&A by 5th May every year.

[NOTE :The Time Schedule mentioned at Para-2.1 shall be followed in this connection.)

3. The Head of Divisional P&A shall also follow it in each step to ensure that APA is duly written, assessed, reviewed and countersigned within the time frame as above and reach to the Corporate P&A on or before 3rd May.

4. As per the clarifications given by the Department of Public Enterprises (DPE) (Ref. OM No,5(1)/95-GM-GL-38 Dt.26-08-2002) :-

- a) No report (APA) should be written unless the Reporting Officer should have **at least 3 months experience** on which to base his report. The Reporting Officer should have at least 3 months experience of the work and the conduct of the officer reported upon before writing an assessment of the work of an officer and if the period of observation happens to be less than 3 months, this fact only needs to be indicated in the report. However, when there is no Reporting Officer having the requisite experience of 3 months or more during the period of report, the Reviewing Officer himself may initiate the report as reporting officer provided the Reviewing Officer has been the same for the entire period of the report and he is in a position to fill in the columns to be filled in by the Reporting Officers. The period of report should be at least 3 months. Where a report is thus initiated by the Reviewing Officer, it will be reviewed by the Officer above the Reviewing Officer.
- b) When the Reporting Officer retires or otherwise demits office, he may be allowed to give his reports on his sub-ordinates **within a month** of his retirement or demission of office. However, a Reviewing Authority cannot review the APA after his retirement. In other words, one month's grace period is available to the Reporting Officer only and no such grace period is available to the Reviewing Officer.

5. PERFORMANCE APPRAISAL SYSTEM

5.1 What is Performance Appraisal :

It is systematic evaluation of an individual's performance by his superiors during a specified period with reference to tasks, jobs, assignments, entrusted to him.

5.2 Why is Performance Appraisal required :

- a) It helps to assess the employees job performance with reference to allocated tasks and targets.
- b) It helps to identify individuals' strengths and weaknesses; who require corrective action, help and guidance to improve over their performance.

- c) It helps to identify individuals who require further training to come upto expected levels in their existing jobs.
- d) It helps to identify individuals who require specific training or exposure to a variety of identified areas for further improvement and developing versatility.
- e) It helps to identify individuals with potential for growth in the organization and who can be trained to shoulder higher responsibilities; it therefore helps in the process of career planning and development of individuals.

5.3 **How is appraisal done :**

The performance appraisal is to be done on the basis of an individual's rating against '**TRAITS**' required for the effective performance of his task; jobs; assignments.

The appraisal system is to be an 'objective' exercise free from personal likes, dislikes, prejudices. In other words, the appraisal should be objective and is to be free from any sort of bias creeping in the process of appraisal of the individual. Further, the appraisal is to be confined to the performance of the individual in the relevant period and not linked or related to his performance in the past.

5.4 **When is appraisal done :**

The Appraisal is to be done immediately on the completion of the financial year and by the 25th April of that year. This will help in assessing the individual's contribution to the Company's performance. Further, if the 'Appraisal' is delayed, the assessor will in all probability lose sight of specific achievement/failures of the individual reported upon.

5.5 The appraisal system is not meant to be a disciplinary tool. It is a device which enables an appraiser in his capacity as a superior to continuously take his subordinates into his confidence, guide them and tell them where they are falling below expectations, so that adverse comments, if any, communicated to them need not be an unpleasant surprise.

5.6 This is an important instrument in establishing and sustaining an employee's career. It is imperative to do the assessment each financial year and in time, before 25th April each year.



5.7 The Appraisal requires to mark the rating points, i.e. 9,8,7,6,5,4,3,2,1 against the particular Trait.

5.8 The Appraisal recall instances typical of the employee's work and ways during the whole period. Don't judge solely on the most recent instances.

5.9 The Appraiser needs to be sure that he will be able to justify his ratings objectively if called on to do so by the Reviewing Officer(s).

5.10 Each appraisal is a performance record for the year under review and the Appraiser should not be influenced unduly by reference to appraisal of the previous years.

5.11 The Appraiser minimizes bias in his judgment. He shall try to avoid prejudging the subordinate's performance on the basis of incomplete or unreliable data. Personal mannerisms not directly related to performance should not be allowed to influence the appraisal.

5.12 The appraisal information is a confidential document and is not to be discussed with those not connected with it.

5.13 The final ratings against the traits and the overall gradation will be as indicated by the Reviewing Officer.

5.14 a) For purpose of effective follow-up action, a cell is formed. The DGM (P&A) will initiate, maintain and co-ordinate the activity in respect of employees in grade V and below. Clarifications, if any, will be given by the cell.

(b) The General Manager (P&A) will initiate, maintain and coordinate the activity in respect of employees in Grade VI.

(c) The Director-(Incharge of Personnel) will initiate and coordinate the activity in respect of employees in Grade VII and above.

(d) The functions of the cell will be :

(i) Ensure that the blank forms are forwarded to the concerned reporting officers in time along with appropriate guidelines.

(ii) Ensure that the complete reports are received within the stipulated period. If not, follow-up action is to be taken.

- (iii) Check whether all relevant columns etc., are filled.
- (iv) Check whether the report is adequate or inadequate
- (v) If not adequate, take immediate action to rectify the same with concerned Reporting and Reviewing Officers.
- (vi) Calculate the overall performance grading and indicate the same in the report.
- (vii) Check whether the observations made by the Reporting and Reviewing Officers and other Senior Officers are noted for follow-up action such as job rotation, training, communication of deficiencies to the concerned employees, etc.
- (viii) Summarize 'Training and Development' needs of the employee and obtain Management's approval for action to be taken by the training and HRD wing. Follow-up with HRD wing, of action taken.

5.15 Adverse observation, if any, made in the Appraisal Reports in regard to remedial defects in the conduct and work of employees are to be communicated to the employee in writing by the DGM (P&A) of Corporate P&A or the Head of Corporate P&A (APA Cell) as soon as possible after the report has been reviewed by the Reviewing Officer.

5.15.1 Instances of remedial defects are lack of tact and co-operation, poor attendance and punctuality, lack of job knowledge, etc., Deficiencies concerning behavioural aspects and certain intrinsic deficiencies such as poor judgement, poor intelligence etc., will not be treated as remedial defects.

5.16 The appraisal against different traits will be assessed on a "9- point scale" i.e.

Excellent	Very good	Good	Satisfactory	Poor
9	8-7	6-5	4-3	2-1

5.16.1 The weightage for "Professional ability" is 3, for "Effectiveness" 2 and "Personal ability" 1.

5.16.2 The following examples will indicate the rating against individual traits and the overall performance grading.



	Excellent 9	Very good 8-7	Good 6-5	Satisfactory 4-3	Poor 2-1
Professional ability					
1)	✓				
2)	✓				
3)	✓				
	<u>27</u>				
Effectiveness					
1)		✓			
2)		✓			
3)		✓			
4)			✓		
5)			✓		
6)			✓		
		<u>21</u>	<u>18</u>		
Personal Abilities					
1)		✓			
2)		✓			
3)		✓			
4)			✓		
5)			✓		
6)			✓		
7)				✓	
8)				✓	
9)					✓
10)					✓
11)					✓
12)					✓
		<u>21</u>	<u>18</u>	<u>10</u>	<u>16</u>

Professional Abilities	27 x 3	(Weightage Factor)	81
Effectiveness	39 x 2	(Weightage Factor)	78
Personal Abilities	65 x 1	(Weightage Factor)	65
		Total points	224

Overall Gradation = Maximum points which can be obtained

Professional Abilities	3 x 9 x 3	81
Effectiveness	6 x 9 x 2	108
Personal Abilities	12 x 9 x 1	108
	Total points	297

Overall gradation i.e. $224/297 = 7.54$ which is gradation of **VERY GOOD**.

5.17 Employees in grade IV and above should also fill 'Self Performance Review' form and attach it to PART- I of the appraisal form before it is sent to the Reporting Officer.

5.18 The Performance appraisal of employees in grade VI and above will be filled in by the Reporting Officer after discussing the performance with the concerned employee. The views of the concerned Officer is to be recorded and his signature obtained. In case of any disagreement the Reviewing Officer should discuss with the Reporting Officer and the concerned employee, and his assessment in this regard is final.

6. Reporting & Reviewing Officer :

Category Officer Reported	Reporting Officer	Reviewing Officer
Grade I	II	III
Grade II	III	IV
Grade III	IV	V
Grade IV	V	VI
Grade V	VI	VII
Grade VI	VII	VIII
Grade VII	VIII	CMD
Grade VIII	CMD	Chairman

The Reporting and Reviewing Officers will be as indicated above, only if officers are available in the appropriate grades. Otherwise the Reporting Officer will be the immediate superior and the Reviewing Officer will be the next Senior Officer who is functionally responsible for the work of the Officer reported upon.



ANNUAL CONFIDENTIAL REPORT FOR NON-EXECUTIVES

Annual Confidential Reports (ACR), in respect of Non-Executives are also initiated for evaluation of their performance every year.

2. Wherever adverse observations were made these have to be communicated to the employees in writing confidentially and certified accordingly by the Divisional Head under the appropriate item in the confidential reports.

3. Further, in grading and making recommendation for promotion the Reviewing Officer should give due weightage to discipline, attendance and relevant work aspects keeping in view the category of the employee involved.

4. The Annual Confidential Reports duly filled-in may please be sent to respective Divisional P&A Department.

5. GUIDELINES FOR RATING INDIVIDUAL CHARACTERISTICS

5.1 JOB PERFORMANCE

- | | |
|----------------------|---|
| (1) Intelligence : | Ability to understand and grasp situations; ability to learn new aspects connected with work, indicated by the way in which directions are followed and application of new methods suggested judgement and ability to think critically. |
| (2) Job Knowledge : | Knowledge of all aspects of work in which the individual is engaged. |
| (3) Industry : | Working hard, application of effort to one's job and capacity for sustained effort. |
| (4) Initiative | Any new methods tried and action taken by the individual on his own, suggestions made. |
| (5) Quality of work | Neatness and accuracy of work; ability to constantly turn out standard work; methodical. |
| (6) Quantity of work | Amount of work accomplished and the promptness with which it is completed; completion of expected amount of work in a given time. |

- | | |
|------------------------|--|
| (7) Communi-
cation | Oral: Clarity of expression and fluency in speaking.

Written: Clarity of expression and fluency in writing. |
| (8) Sense of
Safety | Following traffic rules and driving cautiously;
being alert to traffic conditions. |

5.2 BEHAVIOUR

- | | |
|---------------------------|---|
| (1) Discipline | Acceptance and fulfillment of rules and regulations; manifesting restrained and desirable behaviour in his relationship with others. |
| (2) Dependability | Dependability to produce results; sincerity to work; trustworthiness in respect of confidential matters, documents, materials and secret information; sense of responsibility. In case of security personnel, also whether they are security conscious, i.e. can be depended on regarding safety of the premises, as indicated by their alertness, regular patrolling, etc. |
| (3) Co-operative-
ness | Ability to work with and adjust to other people flexibility. |

Authority
Guidelines
Dt.30-12-1977
(issued by
CPM)

6. GUIDELINES FOR FILLING-IN APPRAISAL FORMS FOR NON-EXECUTIVES

6.1 The new format for Performance Appraisal used for 1976 has been modified this year, essentially, reducing the number of characteristics in Column A to the minimum number required, and, to only those relevant to the persons job and his behaviour at work. The assessment covers the three main factors relating to employment in the organization, namely, aspect of job performance, covered by the characteristics to be rated and the third, by data from the records.

Guidelines to be kept in view while grading employees for the various characteristics are appended. These may be closely reviewed, before starting the appraisal so that such procedure will aid in maintaining consistency on the part of rater in grading different individuals, and, among all the raters.



The rating method is essentially the same as that for 1976, i.e., assigning points between 0 to 10 against such characteristic, in Column B. However, since all the characteristics are relevant to the employees' work Performance and behaviour, it is necessary that the employees' record over the year is kept in view while grading them for the characteristics. Further, since the points allow for fine gradation, the rates should also keep in view this aspect while grading. Thus a grading of 3 points out of 10 evidently indicates low assessment of the individual on a particular characteristic, while 5 points is higher and 8 points much higher.

6.2 While allotting the points, the question of relevance of a particular trait for the employee's performance in the Company need not be taken into consideration. A person displaying superlative degree in a particular trait will be assigned 10 points, whereas one who does not display any behaviour reflecting the trait will be assigned '0'. For example, a tradesman, such as a Grinder, need not have a high level of leadership for performing his duties satisfactorily in the Company. Nevertheless, if the Initiating Officer has observed this quality in the person, he might well put, say '6' or '8' points against this trait for him.

6.3 The columns 'D' and 'E' will be left blank by the Initiating Officer. This will be filled by the Divisional P&A Department

The format in the Second page has been slightly modified which is evident. For example, the box that appears at the top, meant to be filled by Administration, in the 1976 forms is now moved to the bottom to the sheet with some changes in the contents. And, provision is made for remarks of the Initiating and Reviewing Officers; and, all other superior officers. The relevant explanations regarding the items on the second page, already given in last year's GUIDELINES are reproduced here for ready reference.

6.4 Under "General Remarks"/"Remarks" the concerned Reviewing Officer will write down in a narrative form anything that, in his opinion, should be highlighted and which is not adequately covered by the points given to the various characteristics. Under "Recommendation" it will be specified whether the person is suitable for promotion in the normal course or for accelerated promotion or not recommended for promotion. Further, while recommending a person for accelerated promotion or no promotion, appropriate justification will be given citing examples.

6.5 The Initiating Officer is the officer to whom the employee reports. The last Superior Officer is normally the Head of the Division who makes the last entry in the Appraisal Form, either agreeing or disagreeing with the other Officers

and giving his own assessment about the employee. After his entry, the Forms will be sent to Administration Division for further action.

6.6 There is a space marked for the use of the Administration Division, in the Appraisal Form. In this, under “Disciplinary case, if any” a brief mention of any disciplinary case which is pending or in which a punishment has been awarded within the year under review will be made, referring to the charge, the current position of the case and the punishment, as relevant.

6.7 Against “Attendance” and “Punctuality” the following figures will be given in the appropriate boxes :

- (i) Total number of days of leave availed, less number of VL taken in the year under review;
- (ii) Number of times the VL has been taken;
- (iii) Total number of hours of late coming;
- (iv) Total number of times of late coming.

6.8 Where a person has worked under more than one Initiating Officer, in the year of reporting, and, the period under such Officer is less than 3 months, no Appraisal Form will be initiated by that Officer. On the other hand, a separate Form will be initiated by every Officer under whom the person has worked for 3 months or more.

HUMAN RESOURCE DEVELOPMENT

Authority

1) *Training*

Modules,

2) *ISO*

documents

(Milan Division)

In BDL Human Resource Development (HRD) management and systems have widely been recognised as a key business strategy for driving expected, even beyond expected business results; and these are, by this time deeply ingrained in the culture of BDL. In order to be “fit” in the existing liberal and global economic competitive environment, BDL has been thriving always to have a Team equipped with prudence and skills, consistent strong performance to establish Equity, Fairness and Transparency, beside rewarding business results.

1. PREAMBLE

- 1.1 Training is an organized procedure which brings a semi-permanent change in behaviour for a definite purpose. The three main areas involved are knowledge, skills and attitude (some time called social skills) but always with the objective of a definite purpose in mind.
- 1.2 Each one of us, if we but introspect will observe that every 7 years, we systematically pass through some kind of transition. These 7 years nodal points are milestones in the evolution of life forces in human being. The success of individuals in the organization ultimately depend upon continuous congruence of the goals of the individuals and that of the organization.
- 1.3 The management of Human Resources in BDL is, therefore, concerned with the optimum deployment and development of individuals within the organization, in order that the objective of the organization be met and effectively adopted to the changing circumstances.
- 1.4 BDL believes -

Learning Experience	X	Work Environment	=	Business Results
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2. TRAINING POLICY

2.1 The Training Policy is to ensure the optimum congruence of individual goals with that of the organization. This is possible by way of training, job rotation and promotion of individuals on a scientific basis.

2.2 The Training Policy mainly includes.

2.2.1 To ensure formal training to all the Executives at regular intervals either in-house or external, based on 7 years cycle phenomenon of individual evolution.

2.2.2 To use training as a means to integrate the individual goals to the organization goals.

2.2.3 To seek development of individuals by making training as component of the individual evolution.

2.2.4 To make maximum utilization of the infrastructure of the training system.

3. TRAINING OBJECTIVES

3.1 To orient new employees in BDL, its Missions, Goals, Policies, Operations and Products.

3.2 To periodically and regularly update the knowledge and skills.

3.3 To provide opportunity to the employees to enhance their professional creativity.

3.4 To sustain congruence between employees attitudes and organization goals.

4. TRAINING NEEDS

4.1 A Training Need is the gap between the knowledge, skills and attitude that the job demands and those possessed by the individual. It exists at levels of the organization.

- 4.2 There are three major areas in which the individuals display such gaps
- a) When the performance in the present positions does not match with the required standards
 - b) When the requirement of a job change due to changing circumstances.
 - c) When the job holder changes job creating new “gaps” in a new job.
- 4.3 The Training Needs are of three categories -
- Knowledge related
 - Skill related
 - Attitudinal related

5. TRAINING RULES

- 5.1 An executive during each life stage shall be given an opportunity to undergo minimum 1 core and 2 support programmes as applicable to his/her work area. However, the maximum number of programmes is limited to 5 in any life stage.
- 5.2 All core programmes are linked to the various professional life stages of individual executives where as all Micro-Specialisation programmes under support programmes are linked to re-assignment.
- 5.3 On re-assignment, an executive shall be given a chance to undergo suitable Micro-Specialisation training programmes as applicable to the new job/responsibilities, prior to or within 6 months from the date of re-assignment.
- 5.4 All promotees from non-executive cadres to the executive grades shall be sent only for Micro-Specialisation and refresher courses.
- 5.5 The Executive who is unable to attend training after being nominated for personal reasons shall be considered for subsequent nominations only after a gap of 12 months in case of support programmes.
- 5.6 Nominations to training programmes will be dependent to exigency of duty. However, every effort will be made to provide an early opportunity.

6. TRAINING NORMS

- 6.1 Consistent with the population of the divisions and the organizational needs, the divisions are allotted with the annual training slots by HRD Department.
- 6.2 The Divisions are required to restrict the nominations accordingly. However, additional training slots may be considered on special training requirement with the approval of the competent authority well in advance.
- 6.3 An employee shall be eligible to undergo training for a maximum of 3 programmes in a span of 7 years continuous service in the company. In case of special/specific requirement, an employee may be considered for additional training.

7. DEPARTMENTAL TRAINING PLANS

- 7.1 To assist in human resource building efforts at the departmental level, a simplified system of identification of training needs is finalized (ordinarily every year).
- 7.2 Based on organization need and in consultation with Divisional Heads (involving Departmental Heads), the bank of training programmes are planned for each financial year by the HRD Departments, which shall indicate the training programmes for training of executive and non-executive personnel.
- 7.3 Preference shall have to be given to in-house programmes so as to reap maximum benefit from the resources deployed for training at ISTM (Institute of Systems Technology and Management), BDL.
- 7.4 If an essential/specific training need is not available in the bank of training programmes these are to be specified by HoDs giving at least three months lead time for processing.
- 7.5 The employees in executive and non-executive cadres who are to be trained shall be listed in a format, called **JOTNA** (Job oriented training need Analysis), which, duly completed shall be sent to HRD Department through the Divisional Head.

8. TIME SCHEDULE

- 8.1 Divisional Head shall send information to the HRD Department regarding consolidated training needs of the Division before 15th of April every year.
- 8.2 HRD Department shall finalise annual training plan and send it to the Divisional Heads before 15th of May every year.

9. PREPARATION OF ANNUAL TRAINING PLAN

- 9.1 The HRD Department shall draw the annual training plan of the Company and Divisions, taking into account the information received from the Divisions.
- 9.2 Training Programmes includes the following

9.2.1 External Training Programmes

External Training Programmes are ordinarily arranged by external agencies/institutions out side ISTM or at outstation. Identified employees are being sponsored/nominated in designated courses/programmes/workshops/seminars which are to be organized by reputed and expertise agencies/institutions. It includes Advanced Management Development Programmes conducted by IIMs, MDI, SCOPE, ASCI, etc., for Senior Executives.

Due to non-adherence to programmes announced by organizing Institutes and also to meet organizational needs, training programmes announced at the beginning of the financial year are subject to change. Wherever people could not be deputed to the programmes efforts will be made to send them to similar programmes.

9.2.2 In-house training programmes/sponsored programmes:

In-house programmes are ordinarily organized at ISTM which includes sponsored programmes. The in-house training calendar including sponsored programmes announced is subject to change due to non-availability of proper faculty/insufficient nomination. The programmes announced earlier may be deleted or new programmes may be added to meet the organization needs.

In-house programmes ordinarily include workshops, seminars and other classroom programmes on varied subjects/topics by internal and external faculties.

9.2.3 Despatch of training proceedings and relief

9.2.3.1 Training proceedings are sent to all employees in advance so that they could make all necessary arrangement to attend the programme.

9.2.3.2 The copies of the training proceedings are also sent to Divisional Heads and Departmental Heads for information and the employees should be instructed that they are automatically relieved from attending the training programme.

9.2.3.3 Departmental Heads will not have any discretion in relieving employees detailed for training except in extreme emergencies.

9.2.3.4 If there are any reasons for cancellation, the employee has to represent to the Divisional Head giving valid reasons for his inability to attend the training.

10. EVOLUATING EFFECTIVENESS OF TRAINING PROGRAMME

- 10.1 Designing and conducting the training programmes involve investment of creativity, hard work and money. Trainers justify such investment in belief that training makes a real difference in the work place contributing to the organization effectiveness
- 10.2 The ultimate aim of training is to transfer individual learning from class room to work place. It is attempted to measure this transfer by way of evaluation systems in two stages

STAGE - 1 : Terminal Training Evaluation (Training-Employee) –
Form 'A'

STAGE - 2 : Post Training Evaluation (Reporting Officer) –
Form 'B'



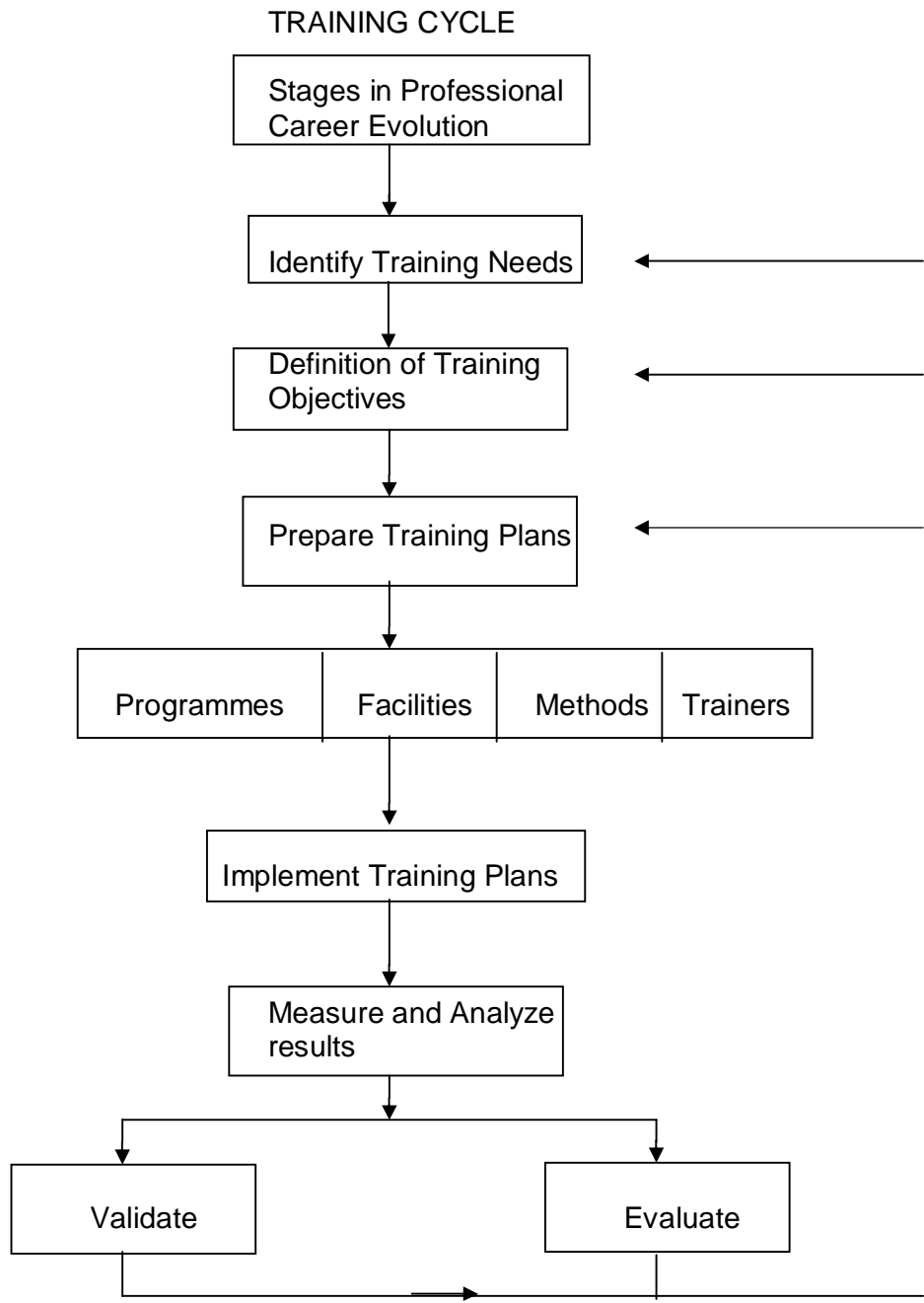
11. MANAGEMENT TRAINEES

- 11.1 To cater Manpower to Managerial posts BDL recruits Management Trainees having relevant professional qualifications and impart necessary training to them to best suit for the organizational needs. The details can be available in the Company's Recruitment & Promotions Rules.

12. THE APPRENTICES

- 12.1 To comply with the statutory obligation under the Apprentices Act, BDL engages a specified number of Degree/Diploma Holders in Engineering/Technology and Vocational Certificate holders in designated trades as Graduate/Technician and Technician (Vocational) Apprentices for imparting industrial and practical experience to them. Ordinarily training period is of one year and stipend as admissible, is paid.

ANNEXURE – I



HINDI TRAINING

In order to comply with Official Language (OL) Act, 1963 (Amended Act, 1967) and OL Rule, 1974 and Annual programmes issued the Ministry of Home Affairs and Directives there under regarding usage of Official Language in day-to-day business, BDL organizes Hindi Training and Promotional Activities for employees, which include the following :

(a) Obligatory in-service Hindi Training :

This is basically a composition of Learning-cum-Training Programme for imparting basic knowledge of Hindi for reading, writing and speaking to employees so that Hindi could be put in use in day-to-day business of the company.

Under this scheme, in-service Hindi Training Programme are organized in three stages as per the Government of India Directives i.e. “Probodh”, “Praveen” and “Pragya”. These programmes are being organized for employees who declare that they do not possess working knowledge of Hindi and those who are employed in WG-5 above in Technical Areas and in WG-2 & above in Non-Technical Areas.

(b) Hindi Typing Training :

Ordinarily conducted by Hindi Section of BDL.

(c) Hindi Stenography Training :

Ordinarily conducted with the help of Hindi Training School, Ministry of Home Affairs.

On passing “Probodh”, “Praveen”, “Pragy”, Hindi Typing Hindi Stenography Examinations, the employees become eligible for incentives as per details included in Part VIII of this Manual.

(d) Hindi Workshops :

Hindi workshops are organized to remove enable the employees to get rid of hesitation and errors from the mind of employees so that they could gain more and more acquaintance with the usage of Hindi. The duration of one workshop is three full working days and training is imparted on rules, regulations, noting and drafting, awareness on administrative and technical gargons, etc. Those which are

connected with day-to-day business of the company. At least six such workshops are organized in a year. Besides internal faculty, experienced and expert faculties are invited to conduct these workshops honourarium is paid to the faculties. It shall be responsibility of the participants to ensure usage of Hindi at their work places and provide periodical feed-back to Hindi Section.

(e) Hindi Translation Training :

Beside nominating/sponsoring employees for Translating Training Programmes, BDL organizes 5-day High Level/Hindi Awareness Training for Executives of all cadres, drawing faculties from both internal and external sources.

(f) Hindi Software Training :

Employees who are connected with Hindi Implementation work in BDL and use computer on day-to-day business, are nominated for a 5-day Computer Awareness Programme (Training on Basic Computer Knowledge), organized by OL Deptt, Gol, at their Training Centres in different Cities.

(g) Seminars, discussions and other Programmes on Hindi :

BDL organizes seminars, discussions and other programmes eg. Hindi Diwas/Weeks/Fortnights with an objective to give Hindi a wider campaign at all levels of the country.

(h) Hindi Library :

BDL maintains a good library of Hindi Books to motivate employees to read and write more Hindi and to provide an environment conducive to use Hindi in day-to-day business.

(i) Cash Award/Incentive for use of Hindi in official work has also been introduced motivate employees.

NOTE : Details of Incentives and cash Awards on passing Hindi Examinations/Typewritings/Stenography have been incorporated in the "Incentive Part" of this Manual.

